

MARSHALL UNIVERSITY

THE SEARCH FOR A PROVOST



marshall.edu





An Exceptional Opportunity

Marshall University invites nominations and applications for the position of provost.

President Jerome Gilbert has set forth a bold agenda to:

- increase enrollment and improve retention;
- emphasize service learning;
- increase faculty and student research and creative activities;
- add relevant Ph.D. programs;
- develop a major program to fight addiction; and
- expand community outreach and economic development initiatives.

Marshall University seeks an accomplished, innovative leader who will serve as the chief academic officer of the university while partnering with the president to implement a progressive and evolving strategy for excellence and growth.

The provost must possess the experience, skills and drive required to lead the future of academics at Marshall, while exemplifying the character and qualities expected in a highly visible and trusted university and community leader.



About Marshall

One of West Virginia's oldest public institutions of higher education and its second-largest, Marshall University was founded as Marshall Academy in 1837 and named after U.S. Chief Justice John Marshall. The institution was designated Marshall College in 1858 and attained university status in 1961.

Marshall has become a leading public university, providing innovative undergraduate, graduate and professional programs in 200 academic fields. The students who study at Marshall can choose from 10 colleges providing 120 degree program options to best suit their academic aspirations.

Marshall's vision is focused on growth aimed at providing world-class learning opportunities for students from across the country and around the world. Here, students discover Marshall's commitment to teaching, high-level research and professional training that will prepare them to thrive in the world. They join a community where they are part of something larger than their own ambitions.

They discover what it means to be one of the Sons or Daughters of Marshall.



Community

Located on the Ohio River in the foothills of the Appalachian Mountains, Huntington offers the best of small-town hospitality with the energy of a mid-sized city. Home to 48,000 full-time residents, it is West Virginia's second-largest municipality. In 2017, Huntington was named "America's Best Community" (<https://americasbestcommunities.com/meet-the-communities/5600>) in a national competition.

Here you'll find excellent medical facilities; a vibrant downtown with a thriving restaurant scene; live entertainment venues; a symphony orchestra; historic sites; public libraries and bookstores; movie theaters; and plenty of parks, pools and trails. The

state's largest mall and Heritage Farm and Village, a Smithsonian Institute-affiliate living museum, both lie just a few miles from the center of Huntington.

Seventy-five-acre Ritter Park contains popular walking trails, a rose garden, a playground and tennis courts. In 2012, the American Planning Association named the park one of the country's 10 Great Public Spaces.

A restored train depot, Heritage Station, is a popular venue for shopping, yoga and local eateries. Huntington is also home to art museums and theaters, including the notable Huntington Museum of Art and the landmark Keith-Albee Theatre, host of the Marshall Artists Series.

Although Huntington is only a few hours' drive from major metropolitan areas, West Virginia's population density is considerably less than the national average. The cost of living here is, on average, lower than the rest of the country.

West Virginia is an outdoor recreation center of the eastern U.S., with easy access from Huntington to skiing and snowboarding, whitewater rafting, camping, zip lining, rock climbing, mountain biking, boating and more. Outdoor enthusiasts quickly learn why the state is known as Wild, Wonderful West Virginia.

Academics

Marshall's reputation as a student-centered university is well deserved. Faculty take pride in their ability to teach and reach students, preparing them with the skills needed to succeed in life. A diverse, hard-working and dedicated student body helps enhance undergraduate teaching and learning.

Marshall is also a developing center for graduate education and research excellence, boasting excellent medical, pharmacy and physical therapy schools; the nation's leading graduate DNA forensics program; nationally recognized programs in engineering and business; and a business incubator.

External annual funding for research and creative activities tops \$30 million. Collaborative interdisciplinary research clusters in biomedicine/biotechnology, biology/environmental science, psychology/neuroscience, transportation



technology/logistics, engineering, advanced manufacturing and the physical sciences encourage cross-curricular engagement.

Innovative programs in the liberal and fine arts, such as the John Deaver Drinko Academy and the Dr. Carter G. Woodson Lyceum underline the scholarship and teaching excellence of the faculty. The move of the School of Art and Design to downtown reflects a rededication to higher education in the arts and its importance to the community.

MUOnLine offers nearly 250 e-courses every semester, available 24/7 from any location. Students can choose from among 16 all-online undergraduate and graduate degrees, and nearly 30 areas of emphasis and certificate programs.

Marshall has more than 1,000 faculty, 800 of them full time. 83% hold terminal degrees in their fields. The undergraduate student-to-faculty ratio is 19:1. The average class size is 21.

Marshall is accredited by The Higher Learning Commission (HLC), as well as by discipline-related professional associations. For details, see www.marshall.edu/landing/about/accreditation.html.





Students

Marshall's 13,259 students come from 47 states and 56 countries. 59% identify as female. 78% are West Virginia residents. 11% identify as minority students. 4% are international.

A substantial number are first-generation college students and some 70% of the student body is eligible for financial aid. The average incoming freshman ACT score is 22.3, with an

average GPA of 3.5. The first-to-second year retention rate is 72%. 2,723 degrees were granted in 2016-17.

Marshall operates 10 residence halls, a student center, several libraries and numerous food locations for students. There are more than 200 recognized student organizations, including the award-winning Thundering Word speech and debate team and the nationally recognized student-run radio station, WMUL.

The Thundering Herd competes in NCAA Division I intercollegiate sports in Conference USA with 16 varsity teams. The university also sponsors 10 club and 32 intramural sports.

Marshall also is recognized nationally as a military-friendly school, with academic and social support services, special facilities and a student veterans organization.

Facilities

Located just east of downtown Huntington, the main campus of Marshall University is an integral part of a dynamic community.

The campus continues to expand, with more than \$300 million invested in new buildings and renovations over the past 10 years. Recent projects include a sports medicine center, a LEED-certified applied engineering facility, a fine arts incubator, a campus recreation center, soccer facilities and an indoor athletics complex.



Opportunities and Challenges

PROVIDE TRUSTED LEADERSHIP

Trustworthiness is critical to the success of the chief academic officer at Marshall. Shared governance must be respected as central to the academic vision that guides teaching and research. Resources must be allocated in a transparent and fair manner. Policy and procedures must be relevant to the mission and its execution, and must be consistently applied. Similarly, care must be taken to ensure that curricular and co-curricular experiences are designed and integrated to create a holistic learning experience for students.

Conscientious and caring academic leadership must integrate the core tenets of the Marshall University Creed (<http://www.marshall.edu/ucomm/marshall-university-creed>) into all of its considerations and actions.

The provost will lead by example, listening and learning from colleagues, and personally setting the tone for discourse. He/she will promote active learning, diversity and conscientious stewardship of natural, human and financial resources. The provost will be a champion of academic rigor, innovative scholarship and effective teaching. He/she will endorse the intellectual value of non-academic programs and activities, promoting the idea that learning takes place in a variety of environments.



MANAGE EXTERNAL FORCES

Many of those who attend universities today consider themselves to be customers. For today's students (and their parents), education is a product, the value of which is determined by its applicability to the students' job goals.

At the state level, appropriations for higher education are declining, reflecting both reduced tax revenues and increased numbers of voters who question the value of a college degree. Nationally, the government is increasingly focused on job training and development of vocational skills. The future portends less money for financial aid and to fund research. This worldview clearly runs counter to the traditions of the academy.

The provost will be truthful and transparent in discussing the external challenges facing the academy. She/he will partner with the president and community/government relations personnel to reach out to community leaders, agency heads and elected officials, seeking their cooperation and support.

As chief academic officer, the next provost will need to find ways to initiate and maintain an ongoing conversation with faculty members who have concerns over the future of higher education. The provost will listen carefully and respond conscientiously.

The new provost will promote the university, defend its mission, improve its circumstances and, when necessary, mitigate harmful actions.



SEEK INTERNAL BALANCE

Making “We are Marshall” a reality requires a caring community of faculty, staff and students working together in an atmosphere of respect and common purpose. There must be consistent opportunities for conflicting viewpoints to be discussed openly and without rancor. Competition for limited resources requires a willingness to compromise and, in some cases, sacrifice for the common good. In times of tight budgets, this is easier said than done.

The provost must balance being an effective champion for the faculty against the duty to serve the overall needs of the institution. To accomplish this, he/she must forge the best of personal and professional relationships with all campus constituencies. It is expected that the provost will provide a style of leadership appropriate to Marshall’s evolving culture; one that continually builds and strengthens the campus community.

DEVELOP A STATEWIDE DELIVERY SYSTEM

The university’s location in South Charleston—and its expansion to include undergraduate education—is a point of institutional pride. The university also has vibrant operations in Point Pleasant, Teays Valley and Beckley, and its online presence is substantial, with student demand and rapid program growth offering opportunities to innovate and attract new enrollments.

The new provost will find ways to maximize university outreach, increasing both enrollment and degree attainment, and doing so in a manner that guarantees program expansion will generate positive margins. To accomplish this goal, the

provost will engage faculty working in the field, encourage progressive thinking, support innovative efforts and celebrate successes.

BE A PARTNER IN COMMUNITY PROGRESS

The state of West Virginia has long been identified as “coal country.” Once a point of pride and source of prosperity, the designation has lately been associated with lost jobs, a weak economy and, most recently, the opioid crisis. Life in West Virginia is far better than is often depicted in news accounts and social media. Nonetheless, there are real socioeconomic problems that must be confronted and resolved.

In President Gilbert’s vision, Marshall should not be an academic island isolated from its surrounding communities. Rather, it must commit to community development, augmenting scholarly insight with tangible accomplishments that situate Marshall as a leader in both academic and economic growth. The research agenda of the university will need to be guided by this.

The provost will partner with the president to implement a strategy designed to position Marshall both as a center for research and scholarship and as an engine helping to power an economically challenged region.

The next provost will be comfortable working as an agent of change within the university’s culture and with the leadership of Huntington and the State of West Virginia, inspiring a commitment to action in the broad areas of common ground. He/she will grasp Marshall University’s unique and numerous opportunities for transforming creative thought into practical outcomes.



MANAGE BUDGETS AND FUNDRAISE

Dealing with competing demands for limited resources will require the provost to actively participate in the creation and management of the budget.

Within the academic arena, the provost will need to initiate fact-based discussions of the cost of educating students in the various disciplines and ways that resources may be reallocated to the benefit of the university as a whole. Alternative ways to allocate administrative tasks, classroom utilization and distribution of instructional personnel also are matters for discussion.

Marshall University has a capable fundraising operation and the president is active in identifying and cultivating potential donors. The provost will assist this effort by communicating a passionate vision for Marshall that inspires donors, and will actively participate in friend-raising, development of funding opportunities and other fundraising activities.

STRENGTHEN AND DEVELOP PARTNERSHIPS

Strategic partnerships with businesses, non-profit organizations and units of local, regional and state government will play an important role in Marshall's future success.

The provost will have the opportunity to strengthen existing partnerships while identifying and developing new ones. Accomplishing this will require a provost who is as comfortable working outside the university as within.

The provost will serve not only as an institutional leader, but also as a community leader and spokesperson. The provost will be expected to promote Marshall's visibility and reputation by demonstrating strong leadership and personal integrity.



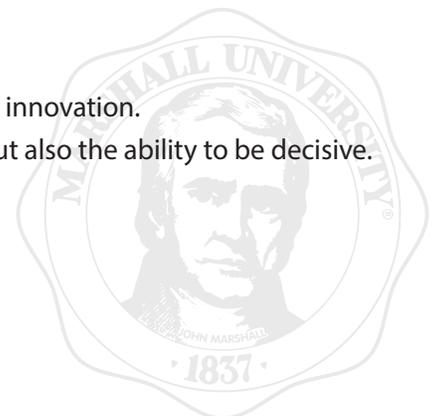
Qualifications and Qualities

The new provost will possess a terminal degree and will present a record of teaching excellence, as well as serious and sustained scholarship. Successful experience in managing change is highly desired. Experience in community relations and fundraising is a plus.

In addition, the following qualities are desired:

LEADERSHIP

- The capacity to implement change within an established academic culture.
- A collaborative leadership style, demonstrated through the ability to respectfully engage academic, administrative, student and community leaders, and to build a shared commitment to a progressive agenda.
- The style and experience of a planner and a doer. Someone who takes pride in assembling a team, setting clear and measurable goals, and achieving success.
- The ability to work with others toward a common goal in a situation where all parties may not agree.
- An appreciation for the centrality of excellence in teaching, advising and student support.
- A keen understanding of the social and developmental needs of today's student, particularly related to student life.
- An understanding of the nature of research and creative activities in a university setting, combined with the capacity to support and nurture research and research faculty across all disciplines.
- An understanding of the importance of regional peer accreditation and the ability to effectively represent Marshall's interests when interacting with accrediting bodies.
- The ability to listen and learn.
- A talent to inspire.
- The capacity for strategic thinking and innovation.
- A willingness to strive for consensus but also the ability to be decisive.



BALANCE

- The capacity to understand that prudent risk-taker and practical visionary are not oxymorons.
- The ability to process multiple positions on issues, seek means to reconcile them, and effectively explain how and why decisions are made when complete and seamless reconciliation is not possible.
- An understanding of the need to achieve early, visible successes while implementing long-term projects and developing organizational infrastructure.
- The ability to prioritize in a manner that increases support for the university.
- The ability to say “no” without making enemies.

RELATIONSHIP BUILDING

- The ability to build trust and respect across multiple constituencies (students, alumni, faculty, administration, community and strategic partners).
- The ability to develop and nurture partnerships with external leaders and organizations.

FUNDRAISING

- A genuine affinity for all aspects of fundraising. Direct experience and prior success in fundraising is a plus.
- Enthusiasm for educating others about the mission of Marshall University and generating support for its operations.
- The ability to help seek and secure grants from private and public sources.

BUSINESS ACUMEN

- The ability to manage a complex educational organization.
- The capacity to support data-driven decision making.
- Experience in building and managing complex budgets.
- An understanding of the marketing of higher education programs.
- A background in strategic planning.
- The ability to effectively link regional economic development to the teaching and research missions of the university.

COMMUNICATION SKILLS

- The skill to comfortably and effectively interact with diverse groups of people in a variety of settings.
- Strong interpersonal skills.
- A willingness to leave one’s office and engage people where they are.
- Effective verbal and written communication skills.
- The ability to listen carefully to a wide range of constituents.
- The ability to adjust one’s style and method as needed to communicate effectively to a wide range of constituents.

PERSONAL CHARACTERISTICS

- The ability to earn and retain the respect of faculty engaged in high-level teaching and research.
- A genuine affinity for the academic process and an appreciation of the work of scholars and teachers.
- The highest ethical and moral standards in both professional and personal life.
- Perseverance, a strong work ethic and the drive to build a legacy of success.
- Intellect—as evidenced by educational attainment, curiosity and open-mindedness.
- The eagerness and stamina to serve 24/7 as an institutional advocate and spokesperson.
- Humility and a sense of humor.



The Application Process

The Provost Search Committee will begin reviewing and evaluating applications as they are received and will continue to accept and review credentials until the position is filled.

To ensure fullest consideration, candidates are advised to submit their materials by March 16, 2018.

Dr. Richard A. Wueste and Dr. Thomas Kowalik of AGB Search are assisting with this search.

Nominators and prospective candidates may contact Dr. Wueste at richard.wueste@agbsearch.com or at **540-431-5131** and Dr. Kowalik at thomas.kowalik@agbsearch.com or at **607-759-5285**.

Applications should be submitted electronically in Word or PDF format to: **MarshallProvost@agbsearch.com**.

MATERIALS MUST INCLUDE:

- A letter of interest that responds to the Opportunities and Challenges and the Qualifications and Qualities sections of this profile.
- A current CV or resume.
- Names and contact information (telephone and e-mail) for five references, none of whom will be contacted until a later stage of the search or without the formal permission of the candidate.

All inquiries and applications will be received and evaluated in confidence.



MARSHALL
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